

# Community Capacity Development Office 2005 Official Recognition Guidelines and Application

## Introduction

This guide contains instructions and the application for **Official Recognition** (OR) of a Weed and Seed strategy. Be sure to review this guide thoroughly and develop your application using the format and instructions in each section.

## OPERATION WEED AND SEED

The Community Capacity Development Office's (CCDO) vision for the Weed and Seed program is "safe and thriving communities" and the mission of the program is "to promote comprehensive strategies to reduce crime and revitalize communities."

The Weed and Seed program is first and foremost a comprehensive strategy for neighborhoods with high crime, developed in partnership with many local organizations –including your United States Attorney's Office - to reduce crime and improve the quality of life in your community. The Weed and Seed strategy aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country. It is a community-based, innovative, and comprehensive multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. The strategy also recognizes the importance of involving community residents in identifying and solving problems in their neighborhood. OR means that CCDO has approved your strategy. OR approval is given for five calendar years. With OR you are eligible to apply for funding from CCDO, based on availability of funds awarded on a competitive basis.

The CCDO provides national leadership, as well as, management and administration of the program. To learn more about CCDO, visit our Web site at: <http://www.ojp.usdoj.gov/ccdo>.

## CONTINUING POLICIES

- The proposed designated Weed and Seed area must be in a new geographic area within a jurisdiction. **This new area may share only one border with the designated area of an existing or expired Weed and Seed site and cannot be an expansion of an existing Weed and Seed site.** If this proposed designated Weed and Seed area receives OR designation, 100% of any future funding that the site may be eligible to apply for must be used to implement the strategy in the new geographic area. The OR strategy must reflect the Weed and Seed strategy that addresses the problems, issues, and concerns in the new area.
- Minimum population size of designated area is 3,000 and the maximum is 50,000.
- Your OR Application File and your one page map (if in a separate file) CANNOT EXCEED 50 pages or five megabytes (5 MB) total. Any files larger than 5 MB will not be accepted for review.
- The only document related to the OR application that must be mailed to CCDO is the one-page letter of support from your United States Attorney's Office (USAO). Memorandum of

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Agreements should NOT be sent to CCDO. You must have these originals on file and submit copies if your application is selected for a site OR verification visit.

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Please call the CCDO at (202) 616-1152 with any questions concerning the guidelines or application process.

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**SUBMITTING THE 2005 WEED AND SEED OFFICIAL RECOGNITION APPLICATION**

- **Letter of Intent:** By August 31, 2005 (POSTMARK DATE) all applicants must submit a letter of intent to CCDO co-signed by the applicant and their U.S. Attorney prior to the full application. **The letter of intent should describe the conditions that warrant consideration for Weed and Seed OR. Also, specify the exact street boundaries encompassing the proposed neighborhood and include a map. [\[A format of the letter is available in Appendix A\]](#)**
- **OR Application:** By October 14, 2005 (POSTMARK DATE), the applicant must submit the OR Application to their local USAO. This will give your USAO enough time to review your application, discuss any matters related to the application with you, and sign the cover letter that must accompany the final application. To ensure that you do not miss this deadline, make sure you have contacted your USAO and are aware of any special considerations their office may have for dropping off mail or packages.

**OR Application:** By October 30, 2005, the Final OR Application must be emailed to the CCDO at [2005OfficialRecognition@ojp.usdoj.gov](mailto:2005OfficialRecognition@ojp.usdoj.gov). The application should be submitted as an attached file in one of the following formats: **WORD or \*.txt files**.

- This e-mail must also be copied to the USAO contact you have been working with as certification that it was previously submitted for their review. OR applications that are sent without an e-mail carbon copy to a USAO contact will not be reviewed by CCDO. Your OR Application File plus your one page map (if in a separate file) CANNOT EXCEED 50 PAGES or five megabytes (5 MB) total. Any files larger than 5 MB will not be accepted for review. In the body of your e-mail message, please provide contact information that includes the name, organization, and phone number of the person submitting your application. Your e-mail must contain complete information including name, address, phone and e-mail for the **designated** contact person for your application. Our office will send an e-mail notification indicating that your application was received. Your application should be sent only once. An e-mail notification of receipt will be sent for the first application received (as determined by date and time of the e-mail) by CCDO.
- **Cover Letter:** By October 30, 2005 (POSTMARK DATE), a cover letter from the local U.S. Attorney endorsing the strategy must be mailed via FedEx to: Community Capacity Development Office, Attn: Nelson Hernandez; Director, 810 7th Street, NW; Washington, DC 20001. For a list of USAOs go to: <http://www.usdoj.gov/usao/offices/index.html>.

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### **Community Capacity Development Office Review and Notification Process:**

The OR application process is highly rigorous. Your application is reviewed and assessed based on the strength and completeness of your responses to each of the four sections. Notifications about the status of these applications will first be sent to USAOs during the first few months of 2006. If your OR application is approved at the review stage, CCDO will schedule an OR site verification visit to meet with members of your community to review the strategy, verify crime data, receive copies of signed Memorandum of Agreement, and tour the designated target area. If your site receives final OR approval you are eligible to apply for future CCDO funding, subject to availability, and to use the Weed and Seed logo. OR is valid for five calendar years starting June 1, 2006. OR certification may also give sites priority in obtaining other discretionary federal funding related to comprehensive community-based crime prevention strategies, as well as participating in CCDO-sponsored training and technical assistance. If you do not receive OR designation, but your application demonstrated strong local capacity and crime problems, your site may be eligible, in consultation with your USAO, for certain technical assistance from CCDO.

### **ROLE OF THE U.S. ATTORNEY**

U.S. Attorneys provide local leadership for the Department of Justice; hence they play a significant role in the development and implementation of a Weed and Seed strategy. They serve as both the main contact to Weed and Seed sites for CCDO, and as facilitator of the all important community-based coordination efforts.

CCDO requires that the first step in preparing to file for OR is a letter of intent, signed by the applicant and their U.S. Attorney, indicating that a municipality, nonprofit organization, or members of a neighborhood, town, or designated geographic area will apply for OR and that the USAO is aware of and participating in planning the strategy that will be described in the application. The letter must also describe the conditions that warrant consideration for Weed and Seed OR and a map of your proposed Weed and Seed site. This letter must be submitted to CCDO by August 31, 2005.

CCDO also requires that you submit your application to the USAO (approximately two weeks before it is due) for review and to receive a letter signed by the U.S. Attorney that must accompany the final OR application sent to CCDO.

To learn more about the USAO in your area:

<http://www.usdoj.gov/usao/offices/index.html>.

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## **DEVELOPING THE WEED AND SEED STRATEGY**

Your OR Application is your strategic plan for addressing community issues. The process for developing a Weed and Seed strategy requires a significant commitment from the local community to engage in strategic planning, collaborate with key stakeholders, and coordinate programs and services. The planning process is undertaken, and a detailed strategic plan created, before completing and submitting an OR application. Planning for a Weed and Seed strategy is beneficial in and of itself. The working relationships that develop out of the coordination process can, in the long run, be worth more than any Weed and Seed funding a site may eventually receive. The strategic plan is a tool to help guide you through meeting the goals and objectives you have set to reduce crime and improve the quality of life in your community. Members of a local community engage in a systematic process called “strategic planning” to develop the Weed and Seed strategy. This process assists a community with identifying a future vision, managing change, and creating the best possible future for its residents. This process includes:

- Working cooperatively with many partners in your community;
- Assessing crime, safety and quality of life issues;
- Assessing community problems and unmet needs;
- Developing a specific plan of action with practical results that detail what you will do, who is expected to do it, how much time it will take, and how you will measure and evaluate progress;
- Using innovative approaches to problem-solving; and
- Leveraging existing resources that are available.

The end result of strategic planning is a multi-year, detailed plan for community action and change.

The *Operation Weed and Seed Implementation Manual* provides information about the strategy development process such as detailed, step-by-step processes for developing every aspect of the Weed and Seed strategy – from organizing the Steering Committee, to conducting a needs assessment of the designated neighborhood, to developing prevention, early intervention and treatment strategies. It is an excellent guide to assist you in understanding the Weed and Seed strategy and is available online at: <http://www.ojp.usdoj.gov/ccdo/impman1.htm>.

You may also want to review the *Weed and Seed Site Coordinator's Training* (an interactive Webcast module), which is available online at <http://www.weedandseeditm.net>.

CCDO strongly suggests that you carefully review these resources and contact or visit, if possible, other Weed and Seed sites in your state prior to preparation of a Weed and Seed strategy to learn more about the program.

Measuring the implementation of your Weed and Seed strategy through on-going monitoring of your outcomes, program evaluation, and benchmarks is critical to your success. As you develop your strategy you should review the benchmarks established for OR sites, so that you know exactly what to work toward in each of the five years. [\[The Benchmarks are contained in Appendix G of this document.\]](#)

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**Official Recognition Strategy Format**

**I. Management Structure**

- A. Contact Person(s)**
- B. Steering Committee, Neighborhood Resources, Coordinating Partners**
- C. Day-to-Day Management**
- D. Financial Management**

**II. Neighborhood Selection and Community Needs Assessment**

- A. The Designated Neighborhood**
- B. Community Needs Assessment**
  - 1. Statistical Data Charts**
    - a. Demographic Data**
    - b. Crime Data**
    - c. Additional Neighborhood Data**
  - 2. Community Assessment Narrative**
- C. Economic Revitalization**
- D. Assessment of Previous or Existing Weed and Seed Site Effort**
- E. Federal Program Coordination**

**III. Weed and Seed Strategy**

- A. Description of the Strategic Planning Process**
- B. Timeframe**
- C. Sustainability and Leveraging**
- D. Evaluation Plan**
- E. Strategic Plan**
  - Law Enforcement**
  - Community Policing**
  - Prevention, Intervention, Treatment**
  - Neighborhood Restoration**

**IV. Coordination and Community Resident Participation**

- A. Linkages and Information Sharing**
  - 1. Coordination Within and Between Elements**
  - 2. Community Policing Linkages**
  - 3. Prevention, Intervention, and Treatment Linkages**
  - 4. Neighborhood Restoration Linkages**
- B. Role of Residents in Strategy Implementation**
- C. Continued Community Outreach and Partnership Building**

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The application is organized in four major sections.

- I. Management Structure
- II. Neighborhood Selection and Assessment
- III. Weed and Seed Strategy
- IV. Coordination and Community Participation

In each section, guidelines are followed by the OR application format; please respond fully to each of the requested items. Your answers should follow the exact format as set in this guide. In your answers, please repeat the heading number and name for each section and sub-sections as illustrated on page five (5).

### **MANAGEMENT STRUCTURE OVERVIEW**

The OR application must demonstrate the site's capacity to implement the plan it proposes. The Management Structure section should address who was involved and how your strategy was developed, how the proposed Weed and Seed site will be managed, what your plan for day-to-day management is, and what your evaluation plan will be. Use the chart included in this section to provide the name, title and organizational affiliation (or identify as community resident) of each member of your Steering Committee and to provide the organizations that committed resources that will be coordinated with your Weed and Seed effort.

#### **Steering Committee:**

Your Steering Committee should reflect the key partners who are committed to or live in your community, willing to work cooperatively to develop the strategy and bring resources (i.e. expertise, funding, ideas, volunteers, office space, supplies, programs, etc.) to implement the strategy in the future. The Steering Committee is critically important to the success of Weed and Seed. It is responsible for establishing Weed and Seed's goals and objectives, working on tasks identified to achieve strategy goals; designing and developing programs; providing guidance on implementation; if funded, making future budget decisions; and assessing program achievements. Remember this is a coordinated strategy where working partnerships are vital. It is not an agreement for funding. A successful strategy must have community input. It is required that a significant number of residents who are not serving in an official capacity (i.e., government employee, legislator, etc.) serve on the Steering Committee.

If your site has had a Weed and Seed Steering Committee in place for some time, and you are applying for a new geographic area, you must include new Steering Committee members who represent this area in the community and a discussion of how they were involved in developing the strategy. This new area may share only one border with an existing or expired Weed and Seed site.

#### **Weed and Seed Subcommittees:**

As a practical matter, individual subcommittees will be needed to address each of the elements of the strategy: law enforcement and community policing; neighborhood restoration; and prevention, intervention, and treatment. You may want to reference the experience of your Steering Committee members in developing these subcommittees, identifying additional partners, and getting the work of your strategic plan accomplished.

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### Weed and Seed Site Coordinator:

The “site coordinator” is central to the day-to-day management of the Weed and Seed strategy which can include facilitating the work of your Steering Committee, ensuring good communication within the community, and keeping track of the implementation of your strategic plan. CCDO requires that this individual be full-time. The experience, ability to work effectively and cooperatively, and the communication skills that a coordinator brings to your community are invaluable to your Weed and Seed effort. If you already have a coordinator, include a description of their expertise and what they will bring to the successful day-to-day management of the Weed and Seed strategy. Also, discuss how this position is financed or proposed to be financed throughout the life of the strategy.

### Fiscal Agent:

A fiscal agent must agree to manage all future Weed and Seed funds as approved by the Weed and Seed Steering Committee and in accordance with the Office of Justice Programs (OJP) Financial Guidelines. The fiscal agent works cooperatively with the Steering Committee and site coordinator to ensure fiscal accountability and that funds are expended as approved by CCDO and the OJP Office of the Comptroller. It is recommended that you identify a potential fiscal agent if the site becomes eligible to receive funding. Consideration should be given to the organization’s experience with OJP funded programs (including previous Weed and Seed) and/or other federal funding.

**To ensure that no one entity has undue influence within the Steering Committee, the fiscal agent, chair of the Steering Committee, and site coordinator must not be from the same organization.**

### Additional Neighborhood Resource Providers:

There may be a number of organizations in your community that may be a resource or coordinating partner in the Weed and Seed effort that do not yet serve on the Steering Committee or the sub-committees, but are willing to participate as a partner in support of the strategy. The list of providers may include schools, hospitals or health clinics, libraries, parks, recreation centers, police stations, human services and other social service agencies, treatment facilities or programs, shelters, faith-based groups, businesses, transportation, community organizations, neighborhood associations, private sector programs, and government programs (local, state, and federal). The type of resource may be related to the provider’s core mission—e.g., a health clinic may coordinate a nursing home visitation program in the designated area—or it may be a general resource, such as a local library that will provide space for Weed and Seed meetings.

### Memorandum of Agreements (MOA):

CCDO requires that all partnering agencies represented on the Steering Committee sign a MOA, outlining how they will be involved in implementing the Weed and Seed strategy. Use the chart provided in the application to indicate which agencies have signed a MOA. Please do not submit the MOAs with the OR application to CCDO; you will be asked to provide these agreements if your site is approved for a verification visit in Spring 2006. The purpose of the MOA is to identify the type and level of commitments each partnering agency is willing to make toward the implementation of the Weed and Seed strategy. By identifying specific roles and obligations and requiring signatures of all agency heads, each agency will feel a high level of commitment to the

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overall partnership and its decisions and actions. MOAs may also be developed for additional neighborhood resource providers that do not yet serve on the Steering Committee or subcommittees.

The MOA should identify specific commitments that are not dependent upon grant funding, i.e., providing staff to serve on the Steering Committee or subcommittees, dedicating staff to provide services in the designated neighborhood, a change of agency priorities to better serve designated neighborhood residents, etc. The MOA should state the type of resource(s) being provided, for what purpose, and length of time. [\[See Appendix B for examples of MOAs.\]](#)

You will be expected to provide copies of all MOAs you have developed if your application is selected for a site verification visit.



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**Format Detail**

**I. Management Structure**

**A. CONTACT PERSON(S)**

**List the contact person(s) with whom CCDO should communicate for follow-up on your application.** For each person, include contact details: name, organization (if applicable), title, postal address, phone, fax, and e-mail.

**B. STEERING COMMITTEE, NEIGHBORHOOD RESOURCES, COORDINATING PARTNERS**

**1. List the membership of your site's Steering Committee and additional neighborhood resources.**

For each Steering Committee member, use a chart illustration to provide the name, title, organizational affiliation, Steering Committee role and/or responsibility, date of MOA, type of service, and/or resources committed to the Weed and Seed.

*Place an asterisk next to those committee members who live in the designated neighborhood. If your site has had a Weed and Seed Steering Committee in place for some time, and you are applying for a new site, you must indicate which Steering Committee members are new.*

Your Steering Committee is required to have representation from:

- 1) The USAO for your district;
- 2) Residents of the designated neighborhood;
- 3) City or county government; and
- 4) Local law enforcement.

In addition, at least four of the following categories are required to be represented on the Steering Committee: the District Attorney's Office; federal and state law enforcement agencies; social service agencies; faith-based groups; housing organizations; parks and recreation; employment and training agencies; schools; tenant or block associations; non-profit and community-based organizations (i.e., United Way or Boys and Girls Clubs); and small businesses and corporations.

Steering Committee/Neighborhood Resource Providers (provide as illustrated in chart)

Name	Title	Organizational Affiliation	Steering Committee Role/Responsibility	Date of MOA	Type of Service or Commitment

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**2. Describe the roles and responsibilities the Steering Committee assumed in developing the Weed and Seed strategy and the role they will continue to assume during strategy implementation. Specifically, address the following elements:**

- Who was in charge of strategy development and describe how the work to date was accomplished (i.e., who actually put the application together, organized planning meetings, etc.; indicate the names of individuals and any organizational affiliation they may have, as well as how many meetings it took to complete the strategic plan);
- When the Steering Committee was formed and the frequency of meetings to date (and how often you anticipate it will meet in the future);
- Organization of the Steering Committee, including proposed subcommittees, chairpersons, and officers (submit a clear organizational chart with names of individuals designated to fill those roles); and
- Roles and responsibilities of the Steering Committee to be assumed during strategy implementation.

**3. Describe how residents participated in the development of the Weed and Seed strategy**

- Include specific ways in which residents were involved in preparing the Weed and Seed strategic plan. How many community residents were involved in the development of the Weed and Seed strategy? What kind of outreach was used to invite residents to participate? How many meetings/forums were conducted to obtain residents' input?
- Describe how you gained resident input into the community needs assessment. If you held community meetings, focus groups, or consultations with existing community organizations, state the number and type of meetings and how many residents attended. If you conducted a community survey, discuss the type of survey, date of survey administration (results should be less than two years old), number of responses received, and a brief summary of the results.

**C. DAY-TO-DAY MANAGEMENT**

**Explain the plan for the day-to-day management and administration of the Weed and Seed effort.** You should have a plan for how day-to-day operations will be carried out and how to deploy resources in an efficient and coordinated manner. Specifically, address the following elements:

- Roles and responsibilities of the Weed and Seed Coordinator during strategy development (if one was appointed);
- Roles and responsibilities of the Weed and Seed Coordinator to be assumed during strategy implementation;

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- Discuss how the Weed and Seed Coordinator's position is or will be financed over the life of the OR strategy.
- Organizational structure of the entire Weed and Seed effort: include an organizational chart and narrative explaining the lines of authority and major responsibilities of the Steering Committee, subcommittees, lead agencies, Coordinator and other staff (if applicable); and
- Process for day-to-day decision making on management, administration, and budgeting.

**D. FINANCIAL MANAGEMENT**

**Identify potential fiscal agent.** Explain how this decision was made and what expertise and experience this organization can bring to the Weed and Seed effort. Specifically, there must be a discussion regarding the fiscal agency's experience with other federal, state, or local grant programs and the ability to leverage public/private resources.

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**NEIGHBORHOOD SELECTION & COMMUNITY NEEDS ASSESSMENT OVERVIEW**

Your OR application must contain a clear description of the boundaries of your designated area that includes street name boundaries and census tracts. Include additional identifying information such as police precincts or zip code areas that help define the designated area.

The average population size of most Weed and Seed sites is approximately 20,000 residents. The National Impact Evaluation of Weed and Seed conducted in 1999, suggested an optimal size is about 20,000 to 25,000. The population of your designated neighborhood must be between 3,000 and 50,000 residents.

The application must contain a community needs assessment that describes the designated area in a narrative. The assessment narrative should provide baseline information about the designated Weed and Seed site and describe what this data means in the context of your neighborhood. The narrative and supporting data you provide in the community needs assessment is a critical element in the review of your application and should correlate with your Weed and Seed strategy. [\[See Neighborhood Data in Appendix C for further guidance.\]](#)

The narrative should include indicators of neighborhood deterioration and changes that have occurred over time. Integrate residents' views and perspectives into your responses. The narrative should be a comprehensive analysis of the drug and violent crime problem in the community compared to neighboring communities of similar size and population and/or that of the city or county at large. The narrative must include neighborhood data (as discussed below) and include resources (funding, volunteer, in-kind, etc.) that can be better coordinated or further developed through Weed and Seed to address the identified problems.

The narrative should also prioritize the most serious unmet needs of the community that are addressed in your Weed and Seed strategy. Remember to include the residents' views and perspectives on unmet needs. [\[See Appendix C for an example describing unmet needs.\]](#)

The narrative should be supported by data/statistics you have presented and other information such as surveys, recent neighborhood monographs, etc.

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**Format Detail**

**II. Neighborhood Selection and Community Needs Assessment Section**

**A. THE DESIGNATED NEIGHBORHOOD**

**1. Name and Location of Site:** (Include Neighborhood Name, City, State)

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**Identify Proposed Weed and Seed Site.**

Approximate size of site: \_\_\_\_\_ Square miles \_\_\_\_\_ Population

Is this an area in a jurisdiction with an existing Weed and Seed site? \_\_\_\_\_

**2. Identify specific boundaries of the designated neighborhood.**

Provide the street name/numbers that border your designated Weed and Seed area (i.e., indicate the West, East, South, and North boundaries for your designated area).

Indicate the census tract numbers included in the site:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

**3. Describe the Site Selection and Needs Assessment Process.** The application must include a statement of why the site was selected and fully describe the community needs assessment process and include discussion of methods used to collect and analyze data and background information, determine priorities; and provide for an ongoing review to assess needs.

**B. COMMUNITY NEEDS ASSESSMENT**

In this section provide recent crime, demographic and other social/economic data to provide baseline information about the designated Weed and Seed site and a narrative to describe what this data means in the context of your neighborhood.

**1. Statistical Data Charts**

Using the charts provided, include data/statistics (use both numbers and percentages) for your designated area. For all data, you must provide a source and contact information. Do not include data collected prior to 2001. [[See Appendix C for additional guidance on data collection.](#)]

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**a. Demographic Data:** Provide data for at least three of the specified areas (not including Other).

Demographic Indicators	Proposed Designated Area		Data for County or City	
	Number	Percentage	Number	Percentage
Number of Residents				
Unemployment				
Income				
Poverty				
Single Parent Household				
Other:				

Source(s) of data:

YEAR represented by this data:

Contact Person Name, Title, Phone:

**b. Crime Data:** Provide data for all five of the specified areas (not including Other).

Crime Indicators	Proposed Designated Area				Data for County or City			
	2001	2002	2003	2004	2001	2002	2003	2004
Year								
Murder								
Forcible Rape								
Aggravated Assault								
Robbery								
Actual Drug Arrest								
Other:								

Source(s) of data:

Identify whether data is a percentage rate or real numbers:

Contact Person Name, Title, Phone:

**c. Additional Neighborhood Data:** Provide data for at least two of the specified areas (not including Other).

Neighborhood Indicators	Proposed Designated Area		Data for County or City	
	Number	Percentage	Number	Percentage
High School Drop Out				
Teenage Pregnancy				
Absentee Landlords				
Owner Occupied Housing				
Other:				

Source(s) of data:

YEAR represented by this data:

Contact Person Name, Title, Phone:

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**2. Community Assessment Narrative**

Your narrative must specifically address each of the following:

- Provide a comprehensive analysis of the drug and violent crime problem in the designated area compared to the city or county at large in which the designated area resides. Include the most serious and/or intractable problems facing local residents (*e.g.*, homicide, drug-related crime, gang-related violence, high number of residents under correctional supervision, etc.). Incorporate statistical data to substantiate analysis as provided in the Neighborhood Data Charts.
- Describe the underlying causes or conditions that contribute to the crime and other problems. Include data for the most serious and/or difficult problems that you see contributing to crime facing local residents (*e.g.*, high unemployment, low income, high dropout rate, high teenage pregnancy rate, high number of absentee landlords and abandoned property, etc.). For context, compare and contrast three or more demographic and/or neighborhood indicators for the designated area with those for the city or county in which the designated neighborhood resides. Incorporate statistical data to substantiate analysis as provided in the Neighborhood Data Charts.
- Describe and prioritize the most pressing needs of the community as described by residents.
- Describe the resource needs and gaps in services and explain why those needs and gaps exist. Describe why existing resources can not adequately address the crime and other problems.
- Describe the local resources that can be better coordinated or further developed through Weed and Seed to address the identified problems.

**C. ECONOMIC REVITALIZATION**

Discuss the signs of any economic revitalization, in the context of economic development needs in your community and how it relates to the designated area. Address the following as it relates to the proposed community:

- Specifically address whether the designated neighborhood is part of the Department of Agriculture and the Housing and Urban Development's (HUD's) Initiative for Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs) or if it has a similar state or local designation related to economic development.
- Describe other related economic initiatives impacting your community.
- If there is no revitalization activity, include a discussion of how this need will be addressed in your community.

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**D. ASSESSMENT OF PREVIOUS OR EXISTING WEED AND SEED SITE EFFORT**

Communities with previous experience with Weed and Seed must include a description of what changes have occurred in the designated area over the last five years, comparing current data about neighborhood problems with data from five years ago and noting differences in key indicators such as crime rates, housing renovations, code enforcement activity, school dropouts, etc.

Narrative must specifically provide the following:

- Name and location of previous site
- Year Official Recognition received
- An analysis of the achievement, or lack thereof, of the site's OR goals and objectives
- Description of the efforts that have been sustained (i.e., Steering Committee continued, activities implemented under each of the four strategy elements, services continued, etc.)

Indicate if an evaluation is underway or has been completed. If currently underway, describe progress, interim findings, and expected date of completion. Include name and contact information of the researcher/agency that conducted any formal evaluation.

**E. FEDERAL PROGRAM COORDINATION**

Discuss the coordination of specific federal programs with your Weed and Seed effort. These programs can include the Department of Justice's Project Safe Neighborhoods, Drug-Free Communities, Drug Courts, Serious and Violent Offender Reentry Initiative (SVORI), etc., as well as programs from other federal agencies such as the Department of Education or the Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA), etc.



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**WEED AND SEED STRATEGY OVERVIEW**

The Weed and Seed strategy is a comprehensive and collaborative response to neighborhood problem solving. There are four basic elements to the strategy: Law Enforcement, Community Policing, Prevention/Intervention/Treatment, and Neighborhood Restoration. Goals, objectives, tasks, implementation plans, and evaluation criteria should be developed for, and relate to, each of these element areas. Your community should devote roughly equivalent time, resources, and effort to both the weeding and seeding parts of the strategy.

The elements of your strategy should be inter-related and part of an overall strategy that will reduce crime, increase public safety, and improve your neighborhood. Your weeding strategy must be about addressing and reducing crime and it must complement your seeding strategy, which focuses on direct services to residents, neighborhood housing, and economic development activities. At least two goals must be fully described within each element.

Sites are encouraged to have at least one Safe Haven in the designated neighborhood or indicate why it is outside the area. The Safe Haven is a mechanism to organize and deliver an array of youth- and adult-oriented human services in a multi-service center setting such as a school or community center. CCDO believes the Safe Haven should be a central focus of community-based prevention, intervention, and treatment efforts. [\[See Appendix F for details.\]](#)

Descriptions of the strategy that will be used in each of the four elements must correlate with the data and information you presented in the Neighborhood Selection and Community Needs Assessment section of this application (i.e., crime problems, resource needs and gaps in service, signs of neighborhood deterioration, demographics, etc.)

**Leveraging Community Resources and Ensuring Future Sustainability:**

A key element of the Weed and Seed strategy is leveraging of resources that will strengthen the implementation of your plan during the five years and help sustain your efforts in the future. Sites must ensure that the major efforts undertaken in your Weed and Seed strategy, such as reducing crime, rebuilding housing, working with at-risk youth, etc., can be sustained. This is an ongoing process.

This process begins with the required Memoranda of Agreements (MOA), which outline the resource commitments each partner agrees to contribute towards the implementation of the strategy. Resources often include financial, volunteers, use of facilities and equipment, as well as staff time. The collective and ongoing contribution of resources helps the sites maintain a long-term focus on community change versus narrowly focusing on the distribution of the Weed and Seed grant.

Preparing a sustainability plan helps keep the Steering Committee focused on the needs of the site, while working to identify new resources to support the strategy. The sustainability plan should not be viewed as a tool to merely identify funding to replace Weed and Seed funding. The plan should be designed to help sustain successful activities within the community that address gaps and unmet needs as articulated by the community in the comprehensive strategy.

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CCDO recognizes that no single sustainability plan addresses the needs of all Weed and Seed sites. The uniqueness of each community demands a sustainability plan customized to fit the requirements of the site. The definition of sustainability extends beyond continued financial resources, and represents the continuation of the activities that achieve performance indicators and promote positive changes in the quality of life for residents in the community.

### **Evaluation of Your Plan:**

All OR applicants must include a system for measuring the effectiveness of their strategy. Evaluation is about measuring program progress and understanding if you have accomplished what you intended to do. The time to start thinking about evaluation is at the beginning of your strategic planning. To learn more about how Weed and Seed sites evaluate success, you may want to review the following publication:

Evaluating a Weed and Seed Strategy (February 2002)

PDF format: <http://www.ojp.usdoj.gov/ccdo/pub/wsmononew/wsmononew.pdf>

Text Format: <http://www.ojp.usdoj.gov/ccdo/pub/wsmononew/wsmononew.txt>

### **Benchmarks**

A Weed and Seed initiative that is successful and sustainable achieves certain goals by the end of each year. Based on our experience with these initiatives and with input from the field, CCDO provides benchmarks to show sites the level at which they should be performing on an annual basis. The benchmarks are broken out by year for a 5-year period. As a requirement of a Weed and Seed grant, each site is expected to clearly delineate achievement of these benchmarks in semi-annual reports to CCDO. CCDO will review a site's progress toward successfully attaining each benchmark for the applicable year. [\*\[The Benchmarks are contained in Appendix G of this document.\]\*](#)

It is a good idea to become familiar with these benchmarks as you are developing your Weed and Seed strategy so you will know what progress is expected from Officially Recognized sites. Once a site receives OR, these benchmarks are also used as a consideration in future funding decisions. A site with OR that has already implemented a Weed and Seed must provide a discussion of lessons learned from the previous strategy and how they were incorporated into a new strategy.

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**Format Detail**

**III. Weed and Seed Strategy**

**A. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS**

This is the systematic process you use to identify your strategic plan and build commitment among the stakeholders in your community, focus on areas of greatest need and priority, and ensure that everyone involved is working toward the same goals.

- 1) Describe how this was accomplished in your community and over what period of time.
- 2) Include discussion of existing partnerships that have helped shape the decision to use a Weed and Seed approach.
- 3) Describe how the strategic plan relates to the crime problems and needs in the community.

**B. TIMEFRAME**

- 1) Identify the time frame for the Weed and Seed strategy. Once approved, OR designation is valid for five calendar years. Your OR plan should include a timeline that covers up to five years.
- 2) Indicate a plan for how the strategy will be periodically reviewed, progress measured, and updated if necessary.

**C. SUSTAINABILITY and LEVERAGING**

Applicants should discuss specific plans for leveraging resources from federal, state, and local governments, as well as private foundations and institutions that have already been identified.

- 1) Discuss your plan to leverage community resources in support of your Weed and Seed strategy and your sustainability efforts that will allow you to build volunteer, in-kind, financial, and other support that will enable you to continue the strategy on a long-term basis.
- 2) Discuss resources you have already identified to be leveraged in support of your strategy. You must include existing Department of Justice programs in your community that will be coordinated as part of your Weed and Seed strategy.

**D. EVALUATION PLAN**

Discuss the plan for evaluating the Weed and Seed strategy. You must have an evaluation plan and conduct an objective evaluation of the implementation of your strategy in order to measure its progress and success. Working with an academic or research partner is required and may be helpful in developing the measurable outcome(s) that you must include as part of your strategic plan later in this document. In this section of your application address the following elements:

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- Identify who will be responsible for conducting the evaluation and their qualifications;
- Identify the decision process used to select this person/agency;
- Identify how the evaluation will be carried out;
- Identify the frequency by which reports will be generated; and
- Identify how you will monitor measurable outcomes you have listed in your strategy.

**E. STRATEGIC PLAN**

Each of the four strategy elements (law enforcement, community policing, prevention/intervention/treatment, and neighborhood restoration) must be addressed in direct correlation to the problems and needs of the community as described in the “Community Needs Assessment Narrative.” The strategy should reflect a correlation between the challenges facing the community and the programs enlisted to address these challenges as defined in the neighborhood assessment. [\[Definitions of the criteria below are provided in Appendix D\]](#)

As suggested in Section III. D. (Evaluation Plan) of this application, working with an academic or research partner is required to help you develop measures which are appropriate to your strategy and for which data is (or can be made) available.

Please use the following format for all four strategy elements and include all items listed below. [\[See Appendix E for sample Weed and Seed Strategies.\]](#)

**(Element) Strategy:**

- a. Goal(s)
- b. Objective(s)
- c. Task(s)
- d. Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion Dates (Timeline)
- e. Evaluation Criteria: Outcome Measure(s)

**LAW ENFORCEMENT**

The law enforcement element should focus on the removal of chronic and violent street criminals from the designated neighborhood. It should consist primarily of crime suppression activities designed to identify, apprehend, and incapacitate violent street crime. Interagency collaboration among federal, state and local law enforcement agencies should be a primary emphasis. There are four program elements involved in crime suppression: 1) law enforcement, 2) adjudication, 3) prosecution, and 4) supervision (probation, parole, and community corrections).

Please use the established format as identified above.

Law Enforcement Strategy: (replicate a-e)

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**COMMUNITY POLICING**

The community policing element should serve as a bridge between your weeding and seeding activities. Neighborhood problems require a comprehensive, coordinated approach where criminal justice agencies work in partnership with human service agencies, the private sector, and the community. It is important to establish linkages between community policing and the other elements of your strategy. Community policing strategies should integrate four basic concepts: 1) pro-active problem solving; 2) partnerships; 3) permanent assignment of police officers to the designated neighborhood; and 4) an emphasis on youth crime prevention. It can also include activities that increase citizen participation in crime prevention such as a neighborhood watch program or citizen corps.

Please use the established format as identified above.

Community Policing Strategy: (replicate a-e)

**PREVENTION/INTERVENTION/TREATMENT**

The prevention/intervention/treatment element should help prevent crime and violence from recurring by concentrating a broad array of human services on the designated area to create an environment where, simply put, crime cannot thrive. You must help create, maintain, and strengthen linkages among law enforcement and social service agencies, the private sector, and the community will need to. Sites are encouraged to have at least one safe haven in the designated neighborhood. The safe haven should provide a variety of services and supportive programs, e.g., educational, cultural, recreational, health, and justice-related, with emphasis on coordinated delivery of these services.

Please use the established format as identified above.

Prevention/Intervention/Treatment Strategy: (replicate a-e)

**NEIGHBORHOOD RESTORATION**

CCDO requires that you create a variety of strategies for neighborhood restoration. It is preferable that the strategies address all aspects of restoration: economic development; employment opportunities for residents; and improved housing conditions and physical environment. At least two of the five areas should be addressed: 1) economic development, 2) job training and employment opportunities for residents, 3) small business development, 4) improved housing conditions and 5) physical environment clean-ups. CCDO recognizes that planning and managing a successful restoration program is difficult and resource-intense. However, at a minimum, you should create processes that help stabilize the community and promote restoration.

Please use the established format as identified above.

Neighborhood Restoration Strategy: (replicate a-e)

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**COORDINATION OVERVIEW**

Efforts should be coordinated and integrated to promote synergy, thereby improving the effectiveness and efficiency of the site's overall strategy. Thus, a detailed narrative describing the coordination of proposed programs with other federal, state, and/or local programs must be provided. The narrative should detail the coordination among criminal justice agencies (law enforcement, adjudication, corrections, parole and probation, etc.), prevention/intervention/treatment providers, and representatives of the public, including community groups, nonprofit organizations, and local government. Emphasis should be placed on activities that represent collaborative efforts among existing programs and any proposed jointly-funded programs.

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**Format Detail**

**IV. Coordination and Community Resident Participation Section**

**A. LINKAGES AND INFORMATION SHARING**

Describe how the partnerships formed to implement the four elements of the Weed and Seed strategy are linked together to accomplish common goals. Your response should reflect the commitments as set forth by the agreements you have reached with public and private partners who will coordinate efforts to implement the Weed and Seed strategy. Discuss how the Weed and Seed effort will establish or improve coordination in the designated area. At a minimum, address the following elements:

- 1) Coordination Within and Between Elements. Discuss your efforts to ensure the various partnering agencies involved in your Weed and Seed strategy will communicate with one another, coordinate their activities, and provide referrals to each other. Indicate if this is already in place or was developed as part of the process in developing the Weed and Seed strategy and represents improved coordination for services in the designated area.
- 2) Community Policing Linkages. Explain how the community policing strategy will be coordinated with the other elements of the strategy (law enforcement, prevention/intervention/treatment, and neighborhood restoration).
- 3) Prevention, Intervention and Treatment Linkages. Discuss how you will ensure that prevention, intervention, and treatment programs are coordinated in order to avoid duplication or gaps in services. How will these linkages be facilitated through management of your Safe Haven(s)?
- 4) Neighborhood Restoration Linkages. Explain how you intend to coordinate the neighborhood restoration strategy with the economic development plans of the city or county. The discussion should include information pertaining to the planning, implementation, and sustainment activities with the city planning and economic development offices, city council, and community development corporations.

**B. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION**

Describe how residents will participate in the implementation of your Weed and Seed strategy. Include the following elements:

- Role of residents in the community policing element of your strategy: specifically discuss how residents will work with community policing officers to resolve neighborhood problems;
- Role of residents in the prevention/intervention/treatment element of your strategy: specifically discuss the role of residents in the operation of your Safe Haven(s);

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- Role of residents in the neighborhood restoration element of your strategy.

**C. CONTINUED COMMUNITY OUTREACH AND PARTNERSHIP BUILDING**

This final element of your coordination efforts is key to generating community participation, interest, and involvement and to continue to build partnerships in support of the Weed and Seed strategy. Describe your outreach plan to communicate with and involve neighborhood residents and other key stakeholders you will need to implement your strategy. Indicate if this plan represents a new way of working with community residents in the designated area and if it was developed as a result of the Weed and Seed strategic planning process. Include how residents were specifically involved in this process. Specifically, address the following elements:

- How will resident leadership be developed and maintained within the site?
- What communication tools will you be developing and distributing to continue community outreach, keep residents and other stakeholders informed, and promote Weed and Seed, i.e., newsletters, brochures, flyers, press releases, and public meetings?
- How do you plan to involve residents on the Steering Committee or subcommittees?
- What continued outreach will be undertaken to bring in additional public/private stakeholders to participate as partners in the Steering Committee or Weed and Seed strategy?



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APPENDIX A

**Letter of Intent Format**

**REQUIRED INFORMATION TO BE SUBMITTED WITH LETTER OF INTENT TO  
THE COMMUNITY CAPACITY DEVELOPMENT OFFICE**

1. Name and Location of Site: (Include Neighborhood, City, State)
2. Within what U.S. Congressional District is the proposed designated area located?

\_\_\_\_\_

What are the U.S. Census Tracts numbers in the proposed designated area?

\_\_\_\_\_

3. Provide a map outlining the proposed designated area. The map must clearly reflect the street name boundaries of the proposed designated area.

4. List the street names outlining the boundaries and the direction (N, S, E, W). The street names must be contiguous, resulting in a complete enclosure of the designated area and should correlate with the map.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_
- f. \_\_\_\_\_
- g. \_\_\_\_\_
- h. \_\_\_\_\_

5. Briefly describe why you believe the Weed and Seed strategy will reduce crime and improve quality-of-life in this neighborhood. Include which partners are now involved in developing the strategy and how you are including community residents in the development of the strategy.

6. Contact Information for Person Submitting this Letter of Intent:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

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**APPENDIX B**

**Examples of Memorandum of Agreements (MOA):**

City A prepares a single MOA. The document begins with a general statement of support for the Weed and Seed strategy, followed by a listing—by agency—of the specific resources and commitments each is making toward the implementation of the Weed and Seed strategy. At the end of the document are signatures of each agency head. Below is information contained in the body of the MOA.

The United States Attorney or their designee will serve as Co-Chair of the Weed and Seed Steering Committee and will facilitate bimonthly/monthly meetings of the members.

The Prosecutor's Office will prosecute misdemeanants known to be gang members or drug dealers from the designated neighborhood, vigorously opposing suspended sentencing, home detention, and "OR" releases for these defendants.

The YWCA will assign a staff member to work five days a week from the Safe Haven site offering counseling services for victims and families involved in domestic violence.

The Probation Office will assign two probation officers to work with probationers and parolees in the designated neighborhood for one year. The cost of these assignments will be covered by appropriated funds. These assignments will be renewed for one additional year subject to the availability of Weed and Seed grant funding.

The Code Enforcement Office will assign a full-time Code Enforcement Officer to the designated neighborhood for one year. The cost of these assignments will be covered by appropriated funds. Renewal of this position will be dependent upon the availability of Weed and Seed grant funding.

The Community Development Corporation will be responsible for hiring and contracting with the Weed and Seed Coordinator and overseeing administration of the Weed and Seed grant.

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APPENDIX C

**NEIGHBORHOOD DATA**

Your community needs assessment narrative must include both qualitative and quantitative (data/statistics) information about your proposed Weed and Seed area and surrounding neighborhood and city. Obtaining and understanding data, especially crime data that reflects the problems in your designated area, is also an important step in developing a comprehensive Weed and Seed strategy. This data can assist you in deciding how you can address the problems and how you can monitor your progress once you've decided on a course of action. Working with a university-based or research partner in your community can assist you in your efforts to obtain and analyze accurate data. This data, representing your neighborhood, can provide a framework for action, help focus how you address those problems through the Weed and Seed strategy, and allow you to evaluate your progress over time. Local data, reports and surveys conducted in your designated Weed and Seed area are important, as well. To obtain neighborhood or local data contact state, city, or county health, mental health, environmental, drug prevention, or criminal justice agencies. Some tips about data sources are presented below.

**Example of Excerpt of Narrative Describing Unmet Need:** City B identified poor quality housing as a serious problem of the designated neighborhood. According to a recent housing survey prepared by City B's Department of Community Planning, 29% of houses in the designated neighborhood were considered to be in sound condition (no repairs required), 20% were in serious condition (deteriorating and dilapidated), and 50% were in need of minor repairs. This compares to a citywide estimate of 69% of houses in sound condition and only 2% in serious condition. The high need for minor repairs is the result of a majority of homeowners being elderly or living on fixed incomes and unable to perform everyday maintenance to their property. The high number of houses in serious condition is the result of a dramatic influx of methamphetamine labs to the designated neighborhood. In 2003, the Drug Enforcement Administration identified 109 methamphetamine labs in all of City B; 106 of these labs were found specifically in the designated area. Through a series of neighborhood outreach meetings conducted in June and July, the community identified the following unmet needs as priorities: removal of drug houses and nuisance properties, homeowner maintenance assistance programs, and affordable housing opportunities (owner occupied and rental housing).

**Selected Resources for Crime Data**

The U.S. Department of Justice/Bureau of Justice Statistics (BJS) is an important resource for crime data. Crime reports traditionally consist of monthly counts of offenses and arrests for certain offense categories. State and local agencies report these summary data to the FBI's Uniform Crime Reporting (UCR) Program. The top three crime problems indicated by UCR data are 1) homicide, 2) aggravated assault, and 3) robbery. The BJS Web site is an excellent resource about crime data <http://www.ojp.usdoj.gov/bjs/>. The site also provides information that the FBI has been collecting on homicides through the Supplementary Homicide Reports for many years and has launched the National Incident-Based Reporting System (NIBRS) to provide additional information about crime that was comparable across jurisdictions and included more types of crime. BJS also has on-line crime reported summary data as part of its *Law Enforcement Management and Administrative Statistics* and crime data from about 3,900 reporting local law enforcement agencies with population coverage of more than 10,000. <http://149.101.22.40/dataonline/Search/Crime/Local/LocalCrime.cfm>

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### UCR Data

The Uniform Crime Reporting (UCR) Program was conceived in 1929 by the International Association of Chiefs of Police to meet a need for reliable, uniform crime statistics for the nation. In 1930, the FBI was tasked with collecting, publishing, and archiving those statistics. Today, several annual statistical publications, such as the comprehensive **Crime in the United States**, are produced from data provided by nearly 17,000 law enforcement agencies across the United States. For more information, see <http://www.fbi.gov/ucr/ucr.htm#cius>

As a key partner in developing your Weed and Seed strategy, *you should first approach your local police department or local prosecutor to obtain local crime data for your designated area.* Today, police departments frequently use computer-mapped crime locations to demarcate hot spots, or areas with high concentrations of crime. Highlighting such areas helps police direct patrols where they are most needed, thereby optimizing the deterrent effect of police presence. To learn more about crime mapping visit the National Institute of Justice's Mapping for Public Safety and Analysis Web site at: <http://www.ojp.usdoj.gov/nij/maps/briefingbook.html#cd>

The *Justice Research and Statistics Association (JRSA)* is a national nonprofit organization of state Statistical Analysis Center (SAC) directors, researchers, and practitioners throughout government, academia, and criminal justice organizations. <http://www.jrsa.org/> JRSA also maintains the on-line *Weed and Seed Data Center*. <http://www.weedandseeddatacenter.org/>

### Formula Grant State Administering Agencies

Many states have developed information and local data about crime as part of their use of formula funds received from the U.S. Department of Justice (DOJ). To learn more about what local data systems may already be available to help your community plan crime prevention and neighborhood improvement strategies, contact your OJP state administering agency listed at: <http://www.ojp.usdoj.gov/state.htm>

### Demographic/Economic and Social Neighborhood Indicators

U.S. Bureau of the Census -- the most concise source for demographic data to describe your neighborhood is the census data. This Web site gives you many options for looking up local data: <http://www.census.gov/main/www/cen2000.html>

One relatively easy way to obtain 2000 census data from this homepage is to use the box titled "Enter a Street Address to Find Census 2000 Data". Once you have entered this address, city, state, and zip code, you will be given the option to view data for the zip code, as well as the entire state, the county, the county subdivision, the block/block group, the census tract or the Congressional district. The range of data you can view includes population, housing, and selected economic data. You can also generate maps. You can also select "*State and Local Quick Facts*" to compare county and state population and housing data in which the Weed and Seed designated area is located.

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### Unemployment

For updated unemployment statistics visit the U.S. Department of Labor Web site at <http://data.bls.gov/cgi-bin/surveymost?la>

### Additional Neighborhood Data Resources

Many local communities have already developed on-line information systems containing housing or crimes data to facilitate neighborhood analysis and planning. Check with your local police department, county or city community/housing development or planning office, or local United Way to see if this is available in your community.

### **See for example:**

Philadelphia, Pennsylvania: <http://cml.upenn.edu/projects/nis.asp>

St. Paul Minnesota Police Department:

[http://www.stpaul.gov/depts/police/ca\\_1.html#Main\\_top](http://www.stpaul.gov/depts/police/ca_1.html#Main_top)

Franklin County, Ohio:

[http://www.communityresearchpartners.org/htm/services2.cfm?projectcats\\_id=3&projects\\_id=12](http://www.communityresearchpartners.org/htm/services2.cfm?projectcats_id=3&projects_id=12)

Denver, Colorado: [http://www.denvergov.org/Focus\\_Neighborhoods/template22122.asp](http://www.denvergov.org/Focus_Neighborhoods/template22122.asp)

Cleveland, Ohio:

[http://povertycenter.cwru.edu/urban\\_poverty/dev/cando/whatis\\_cando.asp](http://povertycenter.cwru.edu/urban_poverty/dev/cando/whatis_cando.asp)

### Urban Institute -National Neighborhood Indicators Partnership

The National Neighborhood Indicators Partnership (NNIP) is a collaborative effort by the Urban Institute and local partners to further the development and use of neighborhood information systems in local policymaking and community building.

<http://www.urban.org/nnip/about.html>

### Selected on-line publications

*Gathering and Presenting Information About Your Neighborhood*, LISC Center for Home Ownership

[http://www.liscnet.org/resources/2001/09/neighborhood\\_541.shtml?Affordable+Housing](http://www.liscnet.org/resources/2001/09/neighborhood_541.shtml?Affordable+Housing)

*Community Based Neighborhood Planning: A Step-by-Step, How-to Guide*, Enterprise Foundation

<http://www.enterprisefoundation.org/resources/ERD/browse.asp?c=31>

*Where to Get Neighborhood Data for Planning*, National Housing Institute

<http://www.nhi.org/resource/data.html>

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APPENDIX D

**STRATEGY DEFINITIONS**

**Goals:** For each element area, identify the goals of your strategy. Each goal should be a broad statement of what you intend to achieve in the long-term. Taken together, your goals should describe a “future vision” of the designated neighborhood. They should specifically address one or more of the neighborhood problems and unmet needs identified in section II. They should clearly establish what you expect to accomplish.

**Objectives:** For each goal, identify the major objectives --- and there may be several ---of your strategy. Objectives should be precise, measurable statements that identify courses of action for achieving the goals. Objectives are action-oriented. In developing objectives, you should consider whether the action will have a high or low impact on the problem it is designed to resolve and whether it is feasible to implement (considering such issues as resource availability and the level of coordination required).

**Tasks:** For each set of related objectives, identify major tasks of your strategy. The tasks should be specific actions and activities that will be undertaken to accomplish the objectives. A set of tasks should relate specifically to one or a few objectives.

**Implementation Plan: Who will accomplish the tasks and within what timeframe?** For each task, identify the organization(s) responsible for accomplishing the task. Identify when the task(s) is scheduled to begin, and the anticipated completion date of the task(s).

**Measurable Outcomes:** For each goal of your strategy, identify evaluation criteria, that is, some measurable outcome(s) that will enable you to determine if your goals and objectives have been achieved. For each goal and/or objective, you should identify one or more specific measures or outcomes and the data sources you will use to determine whether or not you accomplished the intended outcome, and in what timeframe. Examples of outcomes: decreases in specific crime rates (data source: police records); increases in perceptions of public safety (data source: resident surveys); increases in the number of community activities in local parks (data source: newly created Weed and Seed database); and increases in the number of people graduating from job training programs (data source: program records).

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APPENDIX E

**SAMPLE WEED and SEED STRATEGIES**

Example #1: City ABC: Law Enforcement Strategy 1

Goal:

Reduce juvenile crime in the designated neighborhood.

Objectives:

Increase the number of nonviolent juvenile offenders referred to Youth Court for alternative sentencing and disposition.

Develop comprehensive strategies for the speedy apprehension, disposition, prosecution, and/or adjudication of juvenile offenders whose arrests involve alcohol, drugs, and/or weapons.

Tasks:

Expand the number and type of activities which can serve as community work service sentences for nonviolent juveniles.

Implementation Plan:

ABC Police Department will use undercover officers and confidential informants to purchase drugs and weapons from juvenile dealers.

Work with the ABC County Juvenile Justice Office to ensure that juveniles whose arrests involve drugs, alcohol, or weapons enter mandatory substance abuse, anger management, or other appropriate programs.

Support the development of pre-trial intervention and deferred prosecution alternatives for juveniles charged with drug, alcohol, and weapons violations, working with ABC District Attorney's Office and ABC Family Court.

Outcome Measure(s):

75 juveniles complete work service sentences within 3 years.

Conduct 10 new community work projects for nonviolent juveniles to complete alternative sentencing in 3 years.

Reduce juvenile drug, alcohol, and weapons violations by 30% within 3 years.

Increase by 20% the number of youth who enter mandatory substance abuse, anger management, or other appropriate programs in 3 years.

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Example #2: City XYZ: Neighborhood Restoration Strategy 1

Goal:

Restore the community by encouraging home ownership and rehabilitating dilapidated property.

Objectives:

Increase the number of residents accessing public resources for home purchasing and home maintenance assistance programs for refurbishing and maintaining property.

Eliminate drug houses through increased coordination among community organizations, code enforcement officers and community policing officers.

Tasks:

Work with local government to develop a home rehabilitation program specifically designed for low and very-low income homeowners.

Prepare and disseminate a brochure describing public resources for home purchasing and how to access home maintenance assistance programs.

Establish a disorderly/nuisance hotline for residents to anonymously report housing code violations.

Implementation Plan:

XYZ housing authority will work with the housing subcommittee on the development of the home rehabilitation program and will manage the program. The program will be test piloted for one year beginning January 2006.

XYZ Code Enforcement will establish and manage the hot line. The hotline will be established by June 2006 and is anticipated to operate for the duration of the five year strategy.

Outcome Measures:

Increase the number of homeowners accessing home maintenance assistance programs by 20% by year 3.

Identify and correct 10 disorderly/nuisance properties per year.



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**APPENDIX F**

**WHAT IS A WEED AND SEED SAFE HAVEN?**

A Safe Haven is a multi-service center where a variety of youth and adult services are coordinated in a highly visible, accessible facility that is secure against crime and illegal drug activity. It is a place where youth and other residents can access needed services, develop relationships, and find opportunities to be productive and successful, and enhance skills. Through its visibility, proximity, and program diversity for residents of all ages, it fosters resistance to drugs, crime, and other neighborhood problems. A Safe Haven provides an environment for residents and service providers to revitalize their neighborhood. It encourages them to identify existing core problems as well as to develop programs and services to ameliorate these problems through prevention, intervention, and treatment activities.

The Safe Haven should provide a variety of services and supportive programs, e.g., educational, cultural, recreational, health, and justice-related, with emphasis on coordinated delivery of these services. Using the risk and protective factor assessment, local communities decide on the priority risks to be addressed as well as fill existing gaps in the service delivery systems. Case management should be closely coordinated for all family members based on their unique assessment and needs.

A Safe Haven should be a safe and secure facility. A neighborhood school is one example of an ideal place to locate a Safe Haven and maximize the coordination of services. The school is usually a well-known and well-respected facility with ample room for a broad variety of activities. It is usually very defensible against crime and often protected by the drug-free school zone laws.

A Safe Haven should be accessible to a wide range of individuals from the designated neighborhood. The Safe Haven will provide youth, parents, and other residents with a safe place to go, and offer productive activities. For example, parenting classes will teach how to strengthen family bonds; teachers will be able to enhance their skills in proactive classroom management; and neighborhood groups can learn how to advocate for their community.

A Safe Haven should have trained paid and volunteer staff available. Training provided to Safe Haven staff should emphasize principles of collaboration, enhanced adult and youth case management skills, drug and alcohol abuse prevention and education, volunteer training, and planning. A Safe Haven should be open outside of normal school and work hours. It should also be open on weekends and during summer vacations.

Program selection and implementation in a Safe Haven are guided by a "risk and protective factor" approach. Risk factors are identified and prioritized, then addressed with a comprehensive strategy that reduces risks while enhancing protective factors that can lessen the impact of being exposed to these risks.

Communities can utilize a similar comprehensive risk and protective factor-focused prevention approach to solve other health and behavior problems an approach that can maximize a Safe Haven's chances for success. For additional information regarding this approach, see the *Weed and Seed Implementation Manual*.

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**APPENDIX G**

**Weed and Seed Site Development Benchmarks**

A Weed and Seed initiative that is successful and sustainable achieves certain goals by the end of each year. Based on our experience with these initiatives and with input from the field, CCDO provides these benchmarks to show sites the level at which they should be performing on an annual basis. The benchmarks are broken out by year, for a 5-year period. It is a good idea to become familiar with these benchmarks as you are developing your Weed and Seed strategy so you will know what progress is expected from an Officially Recognized sites. Once a site receives OR, these benchmarks are also used as a consideration in future funding decisions.

First Year Benchmarks

- Steering Committee establishes the site's organizational management structure with clear roles and responsibilities.
- Steering Committee functions, meets monthly, and develops Site Coordinator's job description.
- Hire Coordinator with Steering Committee approval.
- Steering Committee works with Site Coordinator to determine and address program staffing needs.
- Steering Committee develops Operational Policies and Procedures (clear expectations of staff and volunteers).
- Site Coordinator works with Grantee (fiscal agent) to develop procedures necessary to track grant funds and ensure their timely expenditure.
- Strategy implementation begins in all four elements (established timeline based on OR strategy). Baseline data to support goals and objectives of OR strategy collected.
- Begin program publicity and outreach efforts to recruit neighborhood leaders and mobilize community.
- Begin coordinating efforts with local initiatives (i.e. coordinate law enforcement resources and activities).
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Timely Submission of Programmatic Progress Reports to provide measurable program outcome information. The site begins operations toward achieving the goals and objectives stated in the OR application and grant application.
- Steering Committee and Site Coordinator evaluate site progress annually to determine site TA needs (if any).
- Plan for next year (activities, timelines, and budget) and program sustainment.

Second Year Benchmarks

- Steering Committee continues to educate, guide and re-evaluate the organizational management structure, meets at least monthly.
- Grantee (and/or USAO) Evaluates Coordinator Performance (annually) with Steering Committee input.
- Continue program publicity and outreach efforts to recruit neighborhood leaders and mobilize community.

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- Continue to coordinate efforts with local initiatives (i.e. coordinate programs with local parks and recreation department).
- Strategy implementation is underway in all four elements to achieve measurable outcomes, especially law enforcement/community policing (See OR application and scope of work provided in grant application).
- Continue data collection to support goals and objectives of OR strategy.
- Special Emphasis Program developed by Steering Committee based on community needs and program implementation begun.
- Communicate regularly with all partners to include USAO, CCDO, and community members. All partners need to hear about site developments on a regular basis through newsletters, fax, neighborhood visits, e-mail, community meetings, etc.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Site Coordinator and Steering Committee (or subcommittee) work together to ensure timely expenditure of grant funds.
- Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR and grant applications.
- Steering Committee and Site Coordinator evaluate site progress to determine TA needs (if any).
- Steering Committee plans for next year (activities, timelines and budget) and sustainment and begins initial plans for program evaluation.

Third Year Benchmarks

- Steering Committee and organizational structure solidly functions, meets at least quarterly.
- Grantee Evaluates Coordinator Performance (annually) with Steering Committee input.
- Establish subcommittee to Steering Committee to continue looking for additional funding or in-kind resources to ensure program sustainment.
- Weed and Seed effort is beginning to be included in city/community plans.
- Identify and build sustainable leadership among community members (new leaders to foster commitment and continue the work), while continuing to mobilize community through program publicity and outreach efforts.
- Strategy implementation toward goals and objectives (measurable outcomes) in all four elements (See OR application and grant application).
- Special Emphasis Program(s) fully operational.
- Continue regular communication with all partners to include USAO, CCDO, and community members. All partners need to hear about site developments on a regular basis through newsletter, fax, neighborhood visits, e-mail, community meetings, etc.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR application and grant application.
- Steering Committee and Site Coordinator evaluate site progress to determine TA needs (if any).
- Evaluation tool identified; preliminary evaluation plans developed based on CCDO site evaluation literature.

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- Steering Committee plans for next year (activities, timelines and budget).

Fourth Year Benchmarks

- Steering Committee and organization structure still solidly functioning, still meets at least quarterly.
- Grantee Evaluates Coordinator Performance (annually) with Steering Committee input.
- Subcommittee continues to search for additional resources beyond grant for program sustainment (funding and in-kind resources).
- Community leaders have established working relationship with local officials.
- Strategy implementation toward goals and objectives (measurable outcomes) in all four elements (based on site OR application and grant application).
- Continue program publicity and outreach efforts to mobilize community and recruit new community leaders.
- Communicate regularly with all partners to include USAO, CCDO, and community members. All partners need to hear about things on a regular basis through newsletter, fax, neighborhood visits, e-mail, community meetings, etc.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures. Timely Submission of Programmatic
- Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR application and grant application.
- Site undergoes program evaluation to assess overall effectiveness of OR strategy implementation.
- Site Coordinator and Steering Committee review previous years' grant applications to determine plans for final year of OR, including TA needs (activities, timelines and budget).

Fifth Year Benchmarks

- Steering Committee and organization structure still solidly functioning, still meets at least quarterly.
- Grantee Evaluates Coordinator Performance (annually) with Steering Committee input.
- Subcommittee continues search for additional resources beyond grant for sustainment (funding and in-kind).
- Plans are made to continue community development efforts and strategic planning through various funding sources.
- Weed and Seed community is included in city/community planning.
- Community Leaders identified and working to sustain efforts and continue community mobilization.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The final progress report provides information on the accomplishments and outcomes achieved toward the goals and objectives stated in the OR application.
- Steering Committee determines if there is a need to continue program in other neighborhoods based on program evaluation findings and current crime statistics. If so, plans for next OR strategy are begun.

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- Full evaluation report available by end of fifth year that assesses overall program accomplishments and effectiveness.